

Montana Newsletter

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Governor Schwinden Proposes Department of Commerce

On January 9th Governor Ted Schwinden presented his State of the State address to the 47th Montana Legislature and proposed combining within one department the business and development functions of the Governor's Office of Commerce and Small Business Development, and the Departments of Business Regulation, Community Affairs, and Professional and Occupational Licensing. According to the Governor:

This new Department of Commerce should minimize the adversarial relationship between the public and the private sectors and afford to economic development the higher profile it has so long deserved. We will not save multi-millions of dollars, but we can provide a more responsive government mechanism and improved service by eliminating two departments of state government.

Acceptance of his recommendations by the Legislature would mean that the current Departments of Business Regulation and Professional and Occupational Licensing would be merged into the proposed Department of Commerce as separate divisions, along with various economic development and business activities from a number of state agencies.

Among those business and economic development related activities which would be merged into the new department as an economic development division would be the Office of Commerce and Small Business Development; the travel promotion unit and the rail planning unit from the Department of Highways, and the Board of Housing and the Coal Board. Fourth and fifth divisions would be created by transferring the Aeronautics and Community Development Divisions from the Department of Community Affairs.

A sixth division, centralized services, would be created by consolidating the centralized service functions of the three departments.

The programs of the Department of Community Affairs would be parcelled out as follows:

AERONAUTICS DIVISION AND BOARD OF AERONAUTICS

The division promotes and assists in airport and navigational aid development, fosters the development of air-to-ground communication systems, and administers the state-owned airports. The board regulates intrastate carriers, and administers an industrial revenue development bond program for airports and qualifying air carriers.

The division's programs and functions would be transferred to the Department of Commerce as a division. The board would be attached to the department for administrative purposes only.

AIR TRANSPORTATION DIVISION

The division is responsible for directly providing or arranging air transportation for elected state officials, state employees, and citizens of the state when engaged in state business.

The division's programs and functions would be abolished, one or two pilots would be assigned to the Department of Highways, and the Beechcraft Duke retained for use only by the Governor and designated department heads.

COAL BOARD

The Coal Board awards grants under the Community Impact Assistance Program.

The Coal Board and staff programs and functions would be transferred intact to the Department of Commerce. The board would be attached for administrative purposes only.

COMMUNITY DEVELOPMENT DIVISION

The division performs a wide variety of functions and programs from direct technical and management assistance to local governments and planning boards, development planning assistance to community-level organizations, mass transit planning and financial assistance, and housing and rent subsidy programs.

The division's program and functional responsibilities would be transferred intact to the Department of Commerce.

COMMUNITY SERVICES DIVISION

The activities performed by this division, which are funded entirely by federal funds, entitle it to be designated as the State Economic Opportunity Office by the federal government. Its principal goal is to promote economic independence for low-income individuals and families — its objectives are to mobilize resources for the low-income, to tailor local programs through the Human Resource Development Councils (HRDCs) to accommodate local conditions and circumstances, to strengthen citizen participation, and to act as an advocate for the economically disadvantaged with federal, state, local and other agencies.

The division and its functions would be transferred intact to the Department of Social and Rehabilitative Services (SRS) as a division. SRS and the Budget Office would be instructed to examine alternatives as to how the administration of SRS programs might be decentralized and administered by Human Resource Development Councils or other local organizations; those alternatives which can be initiated by administrative action would be implemented and those requiring legislative action would be submitted to the 1983 Legislature.

HIGHWAY TRAFFIC SAFETY DIVISION

The division serves as an advocate for safety in highway design, construction and maintenance, maintains accident-related statistics and data files, and provides financial and technical assistance to non-federal aid traffic systems.

(Continued on next page . . .)

Schwinden Proposes Con't. . . .

The division's programs and functions would be transferred intact to the Department of Justice.

INDIAN AFFAIRS UNIT

The Coordinator of Indian Affairs serves as an advocate and spokesman at the state and federal levels on behalf of Native Americans in Montana.

The unit and its functions would be transferred intact to the Department of Commerce.

LOCAL GOVERNMENT SERVICES DIVISION

The division performs three major functions: local government and district financial audits; develop-

ment, implementation, and maintenance of budget, accounting, and reporting systems; and management assistance to local governments.

The division's programs and functions would be transferred intact to the Department of Administration.

RESEARCH AND INFORMATION SYSTEMS DIVISION

The division provides demographic, economic, landscape, and geographic data to local, state, and federal agencies and commercial and academic users; it also programs, manages and maintains data systems, and performs a variety of research functions.

The division's programs and functions would be transferred intact to the Department of Administration and it would be retained as a separate division. The Department of Administration and other user agencies would be directed to evaluate alternative approaches to developing an integrated management and information computer system and would submit their findings and recommendations to the 1983 Legislature.

Montana Community News

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We welcome responses to articles, guest articles, reader letters, article suggestions, and notifications of events or programs of general interest to local government officials. Permission to reprint material from MCN is hereby granted.

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Sorry for the Delay

December's *Montana Community News* was not mailed until January 6th due to unavoidable delays in publishing and mailing caused by the Christmas and New Year's holidays. We apologize for any inconvenience it may have caused our readers.

U of M Schedules Economic Outlook Seminars

The sixth annual series of economic outlook seminars will be held soon in cities around the state. The series is presented by the Bureau of Business and Economic Research of the University of Montana in Missoula and is co-sponsored by the Chamber of Commerce in each host city. These meetings usually attract state and local government officials, business and financial leaders, and labor representatives.

Bureau director and economist Maxine Johnson will analyze the 1981 economic outlook for the state at all four meetings. Bureau economist Paul Polzin will summarize his thoughts on the economies of each local area, and will include a discussion of the economic importance of each city's health care industry. In addition, Bureau research associate Susan Wallwork will discuss the results of a recent survey of local business leaders' views of what's in store for the coming

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U of M Schedules Con't. . . .

year. Luncheon speaker will be Richard Stroup, economist from Montana State University.

The Missoula seminar will be January 29 at the Village Motor Inn. The Billings meeting is scheduled for February 3 at the Holiday Inn West. The Great Falls seminar will be February 5 at the Holiday Inn, and the Helena meeting will be held on February 6 at the Colonial. All meetings will run from 8:45 a.m. to 1:30 p.m. Cost of Registration is \$30. Registration materials may be obtained by contacting the Chamber of Commerce in each host city, or by calling the Bureau office in Missoula at 243-5113.

LWCF Local Grants Announced

Land and Water Conservation Fund project selections made for fiscal 1981 have been announced by the Department of Fish, Wildlife and Parks.

The Land and Water Conservation Fund, administered at the state level by the Parks Division, is a grants program which can provide funds for up to 50% of outdoor recreation project costs. Grants are awarded to assist with acquisition and development of public outdoor recreation areas and facilities. The Parks Division receives and apportions Land and Water Conservation Fund dollars to political subdivisions of the state annually. The successful applicants that will receive funding from the state's fiscal 1981 apportionment include:

| Sponsor | Scope | LWCF Dollars |
|---------------------|--|--------------|
| Billings | Riverfront Park Development | 73,500 |
| Billings | Central Park—Basketball Court, Playground Equipment, Picnic Facilities | 30,000 |
| Billings | Highland Park—Play Equipment, Wading Pool, Picnic Facilities | 20,000 |
| Broadview Dist. #21 | Multipurpose Courts | 12,185 |
| Conrad | Sports Complex Backstops and Site Preparation | 5,343 |
| Cut Bank | Picnic Shelter and Restroom Bldg. | 5,000 |
| Flathead County | Leisure Island Acquisition | 68,867 |
| Flathead County | Big Fork Park Acquisition & Devel. | 13,750 |
| Great Falls | Westbank Park—Irrigation, Landscaping | 50,000 |
| Hardin | Wilson Park Improvement | 5,600 |
| Jefferson County | Multipurpose County Park Develop. | 14,100 |
| Kalispell | Park Acquisition and Development | 55,000 |
| Kalispell Dist. #5 | Hedges School Playground Improv. | 3,600 |
| Libby | Fireman's Park Playground Equip. | 3,500 |
| Lincoln County | Fairgrounds Arena and Ballfield Improvements | 31,556 |
| Manhattan | Taylor Park Improvements | 7,000 |
| Miles City | Spotted Eagle Recreation Area Water System | 3,000 |
| Mineral County | St. Regis Park Multipurpose Devel. | 5,000 |
| Park County | Green Acres Park Development | 22,000 |
| Phillips County | Golf Course Acquisition & Devel. | 300,000 |
| Philipsburg | Community Park Fencing, Play Equipment, Storage Building | 9,250 |
| Rosebud County | Stillwater Park Multipurpose Development (Colstrip) | 594,000 |
| Terry | Murn Park Improvements | 4,500 |
| Townsend Dist. #7 | Playground Equipment | 2,500 |
| Yellowstone County | Poly Vista Park Softball Improv. | 8,500 |

Purchasing Systems: A Cost Saving Tool for Local Governments

A good purchasing system should obtain supplies, equipment and services as economically and efficiently as possible. When implemented, the system provides an accounting for dollars spent and gives useful information about trends which may be important to government. It also provides essential information regarding acquisition of capital assets.

There are two general types of purchasing systems. Centralized purchasing assigns the responsibility for making purchases and disposing of property for a local government to one person or department. In the larger units of government, a purchasing agent may be employed on a full time basis. Smaller units of government may assign duties to a single person who has additional responsibilities. Where a local government finds centralized purchasing undesirable, or in the case of enterprise operations using specialized purchasing practices, a decentralized approach may be used. Decentralized purchasing allows individual departments to do their own purchasing as well as handle the disposition of property. In this case, individual department heads are responsible for purchasing in their departments.

An effective purchasing system can achieve the objectives of economical and efficient use of tax dollars in the following ways: buying in large quantities whenever possible; paying invoices in a timely manner; taking advantage of discounts; effecting greater control over inventory; buying collectively with other departments or governmental units; standardizing needs; and projecting needs in advance.

A properly implemented purchasing system will, when tied to an encumbrance system, help to account for that portion of the budget which has been committed for goods and services. An encumbrance system is a budgetary tool that keeps track of budgetary obligations that have been incurred for which payment has not yet been made. The use of encumbrances allows management to accurately determine available appropriations at any point in time.

The governing body should legislate a purchasing policy. This policy will provide information to vendors, salesmen, department heads, and the purchasing agent as to their individual responsibilities and methods to be followed when purchasing for the local government. The policy will be brief generalized statement. An operating procedures manual should then be developed to provide specific details of the purchasing system.

To insure the success of a purchasing system, procedures should be written down in an operating procedures manual. The manual is a valuable tool in the training of employees. Salesmen will find it helpful in their sales effort and in promoting good customer rela-

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Purchasing Systems Con't. . . .

tions. In addition, auditors can use the manual as a measurement of approved purchasing procedures.

An operating procedures manual should cover such topics as: (1) preparing purchase requisitions, (2) soliciting bids, (3) informal bidding, (4) preparing purchase orders, (5) inspecting and receiving, (6) purchasing information file, (7) buy vs. lease determinants, and (8) samples of forms to be used.

Uniform forms should be developed to be used to facilitate the flow in the purchasing system. These forms should be designed so as to precisely describe the articles needed and so that they can be easily utilized by the persons involved in the purchasing system (accounting, receiving, bidders, vendors).

An organized purchasing system is another effective management tool that can result in cost and time savings if effectively utilized. It must be pointed out however, that the cooperation of all agencies involved in purchasing is necessary before such a system will function as intended.

For further information on how to establish or improve a purchasing system for your city or county contact Thomas Farrell, Chief, Accounting and Management Systems Bureau, DCA/Local Government Services Division, (telephone) 449-3010.

'Rural Center' Zone Mixes Land Uses—And Succeeds

by Gale Allen, Planning Director
Butte-Silver Bow County

Rocker, a community with its beginnings as a mining camp and later a railroad town, is now a community of 280 residents located a few miles west of Butte on Interstate 90. Today a majority of its residents work in Butte and live in the small community to share the small-town atmosphere.

Late in the summer of 1977, the government of Butte-Silver Bow, in response to public pressure, initiated the process of developing a zoning ordinance for the area. During the course of the eight-month process of public hearings before the Planning Board and later the Council of Commissioners, it became evident that the traditional three category (residential, commercial, and industrial) zoning approach would not be practical for Rocker. At the time, however, it was evident that some type of land use control was necessary as Rocker had just recently become involved in the formation of a sewer and water district. It was shown that in order to keep residential fees down for a sewer and water system development, densities would have to be increased. At the same time, other costs for facilities

and maintenance were shown to decrease with increased density.

Fortunately, the high cost of the sewer system had laid to rest the totally antagonistic attitude towards zoning. The Planning Board was then able to search for an approach to zoning similar enough to the proposal for the urban area but yet flexible enough to be used in a small rural-oriented community.

In a search for various methods, the Planning Board contacted the Community Development Division of the Montana Department of Community Affairs (DCA). It happened that DCA had recently completed research on the topic of rural zoning and had several drafts of model ordinances designed for use in rural areas. A meeting was held in Rocker at which time a Rocker task force was formed to review a proposal in detail. Upon review, the task force approved the proposal with minor amendments and another community meeting was held. After considerable discussion and boundary identification, a "Rural Center" zone classification was approved by the residents.

The new classification is broken down into four separate sections: intent, permitted uses, performance standards, and conditional uses. The first section, dealing with intent, primarily focuses on providing a compact area for general rural community development for centers of less than 500 in population. For populations greater than 500, the residents of Rocker believed that the traditional zoning approach would be more appropriate.

The unique element of the Rural Center classification is its allowance of residential, commercial, and industrial intermixing. This is controlled, however, by the use of minimum performance standards for commercial development via the use of setbacks, buffers, signing, drainage, and parking controls. Industrial development of any type requires a conditional use permit (and public hearing) again based on performance requirements as well as a list of twenty review criteria, which help in the identification of positive and/or negative impacts.

The first impression of this concept gives one a feeling of a town being wide open for nearly any type of development. Two considerations should be kept in mind. The first is that smaller towns generally do not have the demand for new commercial development that large urban areas do. The adverse effect of a small commercial facility on a residential area is minimal compared to that of the normal size grocery store in an urban setting.

The other consideration is identified in the intent of the Rural Center zone which limits its use to areas with populations of less than 500 people. If this population is reached a review will be made to determine whether uses should be encouraged to guide development via more conventional zoning methods. This would permit a transition to controls more appropriate to a larger center.

Since the adoption of the Rural Center zone two

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'Rural Center' Con't. . . .

years ago, there have been two requests for warehousing development. In both cases public comment supported the proposals if performance controls on parking, landscape/buffering, signing, and lighting were imposed. Traffic was not a problem according to the residents. To date, no commercial ventures have

been proposed in Rocker.

This method of land use regulation provides a method that can be used by laymen, protects against adverse development, is flexible enough for the small community and provides for adjustment if the community should suddenly find itself in a boom situation.

(Reprinted from the November, 1980 *Western Planner*).

Publications of Interest

Reducing the Development Costs of Housing

Reducing the Development Costs of Housing: Actions for State and Local Governments is a 275 page digest of the proceedings of the HUD National Conference on Housing Costs. The publication includes a comprehensive discussion of the issues relating to housing development costs and reproduces research papers reviewed by the conference on topics such as improving design standards, increasing the supply of developable land, allocation of development costs between homebuyers and taxpayers, and procedural reform of local land use regulations. Among the recommendations of the conference were the following:

Improving Development Standards

- Zoning should provide an opportunity for selection by the public of a wide variety of housing types and include the latest planning and land use methods, particularly those which contribute to the reduction of housing cost. Least-cost single family housing regulations should not include minimum floor area requirements, nor should they include requirements for such amenities as garages and carports.

- Local governments should review zoning ordinances to permit a wider variety of housing types, including higher density units and manufactured housing. These reviews should be related to local and area-wide estimates of need and demand and should provide incentives to encourage lower cost housing. Recommended incentives include the following:

1. Density bonuses for lower cost housing.
2. Waiver of fees for parks, etc., where appropriate.
3. Revenue bonds to offset cost of capital facilities.

- Local governments should provide incentives for developers for creative development projects. They may take the form of density bonuses, priority processing or performance regulations.

- State and local governments should, prior to implementing future land use regulations, analyze their potential impact on housing costs.

- Public agencies should periodically review their standards, and their methods and procedures for zoning, subdivision regulation, and other environmental controls to insure that they reflect the state-of-the-art and do not exceed the minimum standards commensurate with the public health, safety and welfare.

- Subdivision regulations should be reviewed to assure that specifications for improvements not constitute an over-design.

Increasing the Supply of Developable Land

- Local growth management policies should be explicitly related to a land inventory and to programs to extend services.

- Local governments should be more conscious of demographic and marketing trends and try to develop land use plans based upon these trends. Local plans and land inventories should include estimates and projections of present and future housing needs, taking into account land zoned for different types of lot sizes, types of housing, and different income levels.

- The capital improvements program should accommodate anticipated planned growth and consider the implications of its rate of extending services on reducing housing costs.

Allocating Development Costs Between Homebuyers and Taxpayers

- On-site improvements exclusively benefiting the homebuyer should be properly included as a part of development costs.

- On-site or off-site improvements benefiting a population larger than the development should be shared between the developer and the community.

- Local governments should guarantee equitable treatment of all landowners benefiting from improvements in a given area, instead of placing the burden on those who initially seek development. This can be accomplished through provision of approaches for developers to recapture off-site costs from subsequent developers utilizing these facilities or allocation of off-site costs to all properties served.

Procedural Reform of Local Land Use Regulation

- Local governments should permit registries which describe requirements, procedures and regulations in specific terms. Application forms should be consolidated and/or standardized. Criteria for determination of application completeness should be developed and published.

- Local governments should hold preliminary conferences with developers to assure that requirements, procedures and regulations are clearly understood. It is particularly important that the small or inexperienced developer receive assistance at this stage. A determination of application completeness should occur early.

- Separate processing systems should be initiated for projects which differ in size and potential impact. Low impact projects should not be subject to unnecessary reviews.

- Local governments should establish realistic and binding processing times for each stage in the process.

- The number of permits required should be reduced through consolidation of overlapping regulations.

- The rights of developers and property owners should be more clearly specified.

- Local plans should be precise and explicit enough to render zoning appeals routine.

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Publications of Interest Con't. . . .

- Appeals processes need to be strengthened and made consistent.

- Lay boards, some of which are poorly informed, can often slow the permitting process. Planning and zoning bodies should contain qualified, knowledgeable persons who represent a broad range of community interests.

- Legislatures need to accept the responsibility for setting explicit goals and standards. When this is done, the review process will become ministerial. The lack of specific standards and goals leads to review of development projects according to subjective considerations.

Reducing the Development Costs of Housing also contains an annotated bibliography which contains numerous sources of information regarding alternative approaches available to local governments for reducing the costs involved in residential development. The publication can be purchased for \$6.00 from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. When ordering cite stock number 023-000-00555-7.

Streamlining Land Use Regulation

In recent years improving regulatory efficiency has become a major goal for many local planning agencies since the need for simplifying procedures is one of the few issues that developers, local officials, planning staffs, and citizen groups can all agree on. Another recent HUD publication which focuses on simplifying the local government regulatory process is *Streamlining Land Use Regulation: A Guidebook for Local Officials*. The report describes more than 35 techniques that have been used in more than 30 communities to simplify local regulations.

A California county instituted conditional use permits to control many projects that had previously required rezoning. The change started when a planning staff analysis of zoning requests showed that many of the rezonings were basically compatible with existing uses. Yet each applicant was forced to comply with numerous requirements before obtaining approval. The local officials believed that they could eliminate many rezoning requests by reducing the number of zoning districts while expanding the range of uses in each district. Many of the newly included uses could be regulated by conditional use permits, reserving the full-fledged rezoning procedures for major changes. The county's zoning ordinance and map were revised according to neighborhood-scale plans containing policies on compatible uses. Now developers can consult a table for each zoning district to determine uses-by-right and conditional uses. A conditional use permit requires only one public hearing. The shift to a greater dependence on conditional use permits has reduced the number of rezoning requests by three-fourths, and pro-

cessing time has been cut in half. The agendas of lay review bodies also now include far fewer routine projects, allowing local officials more time to hear really important cases.

Other communities have used other techniques to simplify their regulatory systems. These range from simple techniques, such as holding preapplication conferences, to departures from traditional land-use controls, such as the permit system instituted by Breckenridge, Colorado. There, the zoning ordinance was replaced with a weighted point system tied to a set of development policies. Its proponents claim that the new system is fairer, more predictable, and far less time consuming than traditional systems.

An Oregon community cut processing time in half for over 75 percent of its applications simply by making better use of the common "minor subdivision" procedure.

The guidebook examines such questions as: "How much time or money will this streamlining technique save?" "How much will it cost?" "Are there special considerations to be aware of such as State enabling legislation?" "What are the potential pitfalls to be avoided?" The guidebook supplies the names of 64 local governments that have already undertaken procedural reforms, and includes a list of resources for further reference. Finally, it tells how to take the first steps in mounting a local reform effort, based on several jurisdictions' successful experiences.

For copies of the report, which was prepared by the American Planning Association under a grant from HUD's Office of Policy Development and Research, contact HUD USER, P.O. Box 280, Germantown, MD 20767.

Least-Cost Housing: Minimizing the Fiscal Impact of Zoning and Subdivision Regulations

Critics of zoning often argue that it encourages communities to restrict multi-family housing, and set large minimum lot sizes and stringent building requirements for single-family housing. The objective of these communities is to make new development cover its service costs, however, the results can sometimes be the exclusion of poorer households and restriction of the supply of low-cost housing (forcing up housing prices).

A report by the Central Naugatuck Valley Regional Planning Agency (20 E. Main St., Waterbury, CT 06702) suggests ways to reduce housing costs by reevaluating local ordinances. *Least-Cost Housing: Minimizing the Fiscal Impact of Zoning and Subdivision Regulations* (\$5) identifies cost-hiking provisions and their effects on housing.

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Publications of Interest Con't. . . .

Community Arts Bookshelf

In his recent State of the State address Governor Schwinden placed substantial emphasis on the preservation of Montana's cultural heritage through promotion of the arts. He has also sought legislative funding of a \$250,000 "Montana Heritage Project" which would provide traveling exhibits and special educational packets to "bring the state's heritage to Montanans' doorsteps." Persons interested in learning more about the role the arts can play in community life may find a number of useful publications in the collection of arts resource books the Montana Arts Council donated to 18 local public libraries and the Montana State Library last October.

Titled "Community Arts Bookshelf," the books cover a wide variety of topics useful to local governments, cultural organizations, artists, and interested citizens — fund raising, grantwriting, working with media, administration, and many others.

The Community Arts Bookshelf is supported through a grant from the National Endowment for the Arts with the cooperative efforts of the Montana Arts Council and the Montana State Library. The collection has been distributed to the Montana State Library and to public libraries in the following communities: Billings, Bozeman, Butte, Chester, Dillon, Forsyth, Glasgow, Glendive, Great Falls, Hardin, Havre, Helena, Kalispell, Lewistown, Libby, Miles City, Missoula, and Sidney.

A complete bibliography of the more than 35 materials included in the Community Arts Bookshelf is available at the participating libraries. Among the titles included in the collection are:

- *Cities, Counties, and the Arts*. Mulligan, C. American Council for the Arts, 1976. Models of what some local governments around the country are doing for the arts.
- *Funding Sources for Cultural Facilities*. Coe, L. Oregon Arts Commission, 1980.
- *Grantsmanship Resources for the Arts and Humanities*. Grantsmanship Center, 1980.
- *How to Make Meetings Work*. Doyle, M. et al. Playboy Press, 1977.
- *Printing It*. Burke, C. Wingbow Press, 1972. Describes printing processes and several low-cost techniques available to community groups.
- *Program Planning and Proposal Writing*. Grantsmanship Center, 1979.
- *The Tape Recorded Interview: A Manual for Field Workers in Folklore and Oral History*. Ives, E. C. Univ. of Tennessee Press, 1974.
- *We Interrupt This Program*. Gordon, R. Citizen Involvement Training Project, 1978. A manual for citizen groups about how to work with the media.

If your library does not have the Community Arts Bookshelf, you may request any of these books through the interlibrary loan network.

For further information, contact Bill Pratt, Montana Arts Council, 1280 S. 3rd St. W., Missoula, Mt 59801, 543-8286; or Beth Givens, Montana State Library, 930 E. Lyndale, Helena, Mt 59601, 449-3004.

The Arts Council also recommends three other books on related topics which can be ordered directly from the publisher:

The Arts and City Planning, American Council for the Arts, 570 7th Ave., N.Y., N.Y. 10018. City planners and arts administrators join together to discuss cooperative efforts in making cities livable. Examines the potential role of the arts in such areas as comprehensive city planning, economic development, transportation, urban design and social services. The cost is \$9.95.

Small Grants Make A Difference, Examples from the Design Arts Program, Nat'l Endowment for the Arts, Design Arts Program, 2401 E. St., N.W., Washington, D.C. 20506. Extensive descriptions of the efforts cities have made to utilize the Design Arts program in revitalizing their neighborhoods and downtowns.

Design Arts Program Guidelines, Nat'l Endowment for the Arts, 2401 E. St. N.W., Washington, D.C. 20506. Information and application forms for applying for Design Arts grants.

Disappearing Farmlands

Disappearing Farmlands: A Citizen's Guide to Agricultural Land Preservation is an 18 page handbook prepared by the National Association of Counties Research Foundation, Agricultural Lands Project, which discusses the key global, national and local implications of farmland conversion. The booklet also reports on some of the approaches to farmland preservation being tried around the nation, at both the state and local level. Up to ten copies are available free to individuals, public officials and organizations; additional booklets are ten cents a piece. Copies may be ordered from NACoRF, 1735 New York Avenue, N.W., Washington, D.C. 20006.

3200 copies of this public document were published at an estimated cost of 15.4¢ per copy, for a total cost of \$492.60 which included \$316.00 for printing by Creative Press of Helena, \$57.22 for assembly, labeling and sorting by Helena Rehabilitation Industries, and \$89.38 for postage.

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